

THE FOCUS

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TAKING ACTION TO PROMOTE EMPLOYEE HEALTH AND WELLNESS

"Having a comprehensive health promotion program for employees is something the district can do to proactively seek to reduce health care costs, within our control. There are also many other benefits that come from having such a program."

*Erin Green
Director of
Business Services*

*Greendale
School District*

School districts across the state employ thousands of people to manage the schools and to instruct, transport, feed and provide other educational support to school-age children.

Employee health problems can have a detrimental effect on school district operations. They not only affect employees and their families personally but they also negatively affect the school environment and student learning and have a major financial impact on school district budgets.

- According to information disseminated by the Wisconsin Department of Health and Family Services (DHFS) in August 2006, more than 61% of Wisconsin adults are overweight or obese. The annual obesity-related medical cost is estimated to be \$1.5 billion dollars of which \$626 million are Medicaid and Medicare expenditures.
- Overweight and obesity and unhealthy lifestyle choices like smoking increase the risk of chronic diseases such as heart disease, some cancers, diabetes, arthritis and others. Heart disease is the number one cause of death in Wisconsin, cancer is second and stroke is third. About 8% of Wisconsin adults have diabetes and 21% of working age adults have arthritis, which is the leading cause of disability in Wisconsin.

- Mental health disorders are one of the most limiting health conditions in terms of performing daily activities and lost productivity, and cost the U.S. economy billions of dollars each year.
- According to school district data collected by the WASB, the annual cost of family health insurance premiums in districts has nearly tripled in the last 10 years. In the 1996-97 school year, the average family health insurance premium paid for the year was about \$6,300. In the 2006-07 school year, the average family health insurance premium paid for the year was over \$18,000.

School districts, like other employers, are finding it necessary to do whatever they can to help reduce employee health problems and control health care costs. While some health problems are genetic, many of them can be prevented or modified through healthy lifestyle choices and by early detection and treatment.

One way school districts are trying to help reduce employee health problems and control health care costs is through employee health promotion and wellness programs. Schools are considered to be ideal for starting wellness programs because they have the facilities and have personnel (physical education and health teachers, school nurses and others) who may be willing to share their expertise in planning activities.



According to WASB Employee Relations staff, no school districts are better poised to take a serious look at the possible benefits of an employer-sponsored wellness program than school districts that have a self-funded health insurance plan. An advantage that self-funded plans have is that the employer can more readily work with its third-party administrator to carefully examine claims data and identify areas where there is a particular need for intervention.

While self-insured districts have a more direct view of the benefits of an employee wellness program, fully-insured districts also can achieve benefits from a wellness program. That is true in the *Greendale School District*, according to Director of Business Services Erin Green.

The district's health insurance rate increases have been kept to single digits the past three years and is 2.9% for next year, says Green. "The district is continuing to hold a large percentage of staff in the 'low risk' category as measured by the health risk assessment of district staff. The district went 'experience rated' this year, with the thought that our group is healthier than the norm, and received a much lower than average increase, 2.9%, proving the value of the district's employee health promotion efforts."

In addition to direct insurance premium savings, Wisconsin school districts have seen other benefits coming from their employee wellness program efforts including, but not limited to, having more healthy role models for students, reduced use of sick leave, lower substitute costs, better productivity, improved staff morale, reduced work-related injuries and fewer workers compensation and disability claims.

According to the DHFS, worksite wellness programs that support employees and the environment that they work in have been shown to be a good return for their investment.

Program returns range from 2 to 10 times the cost of the program when important factors such as health care costs and productivity are evaluated.

This issue of *The FOCUS* is intended to provide guidance to districts in the development and implementation of employee wellness policies and programs and to highlight examples of Wisconsin school district employee wellness program activities. School officials may want to refer to other issues of *The FOCUS* for related information, including those on promoting healthy eating and physical activity (10/03), providing a healthy school environment (4/04), and community use of school facilities (2/04).

PROVIDING SUPPORT THROUGH POLICY

Many Wisconsin school boards have chosen to emphasize their support for employee wellness programs and activities through written board policy. Some have adopted separate policies on the topic and some have incorporated information on employee wellness into their newly adopted school wellness policies, which were required to be in place by the beginning of the 2006-07 school year.

The *Onalaska School Board* adopted a policy many years ago that emphasizes the board's concern for the health, safety and general welfare of its employees and its support for an employee wellness program. According to policy, the board recognizes that to be most productive, employees need to be both physically and mentally healthy. The board directs the school administration to develop an employee wellness program that solicits, encourages and supports each district employee to achieve and maintain a high level of personal health and physical efficiency. The program is to focus on three key elements:

- (1) Fitness - Encourage participation in regular programs of sound health practices and fitness.
- (2) Life Style - Promote individual lifestyles compatible with personal goals of good health (objectives that contribute to reduce coronary risk factors, improve ability to cope with stress and anxiety, high level of physical fitness and the prevention or delay of degenerative disorders).
- (3) Self-Care - Educate employees about the principles of self care as they relate to concepts of health and wellness.

Staff wellness efforts date back 20 years in the district, according to Director of Finance Larry Dalton, but the program has been “ramped up” in the past three years. Among the factors contributing to the program’s success, says Dalton, is having board and administrative support for the program.

Staff wellness is addressed in district wellness policies on physical activity and nutrition in the **Greendale School District**. According to policy, the district highly values the health and well-being of every staff member and will plan and implement activities and policies that support personal efforts by staff to maintain a healthy lifestyle.

The policy provides for the establishment and maintenance of a staff wellness committee composed of at least one staff health professional, recreation program representative, union representative, and employee benefits specialist. The committee is to be a subcommittee of the school health council and is expected to develop, promote and oversee a multifaceted plan to promote staff health and wellness. The plan should be based on input solicited from school staff and should outline ways to encourage healthy eating, physical activity, emotional wellness and other elements of a healthy lifestyle among school staff. The staff wellness committee is required to distribute its plan to the school health council annually.

According to Director of Business Services Green, strong leadership from the top down has contributed to the success of the district’s employee health promotion program. Among the other factors contributing to its success, says Green, is having “a stated belief that the district is engaged in the program to provide enlightened leadership and better health and lives for our staff - it’s not all about money.”

The **Colby School Board** has emphasized its commitment to promoting “a sound mind in a sound body” and embracing instruction in lifelong cardiovascular fitness in an employee wellness policy adopted in 2006. According to policy, the board embraces the development of a work environment that supports wellness among staff in multi-faceted ways, including exercise, nutrition, stress reduction and health/safety awareness. To that end, the district encourages wellness activities and health maintenance opportunities in a variety of interactions involving staff. The policy includes a statement supporting a wellness coordinator position and providing an annual stipend for the position and budget resources to promote staff wellness activities.

Additional examples of Wisconsin school district employee wellness policies are enclosed in this publication.

PROGRAM PLANNING

School officials may want to keep in mind the following basic considerations when establishing and implementing a school employee health promotion or wellness program. (*Other tips for making employee wellness programs work can be found in the “Policy Processes at Work” section of this publication.*)

1. **Provide Staff Leadership and Involvement in Planning** - A staff member should be recruited to coordinate or oversee staff wellness activities in the district. The person should be someone who has an interest in or commitment to health and wellness. This person often varies from district to district.

For example, the school nurse is the staff wellness liaison in the *New Richmond School District*, the director of business services leads staff wellness efforts in the *Greendale School District*, the district's fitness center manager is the wellness coordinator in the *Shorewood School District*, and the benefits specialist is the staff wellness liaison in the *Sun Prairie Area School District*.

School employee wellness programs are more likely to be sustained over time if the designated wellness coordinators/leaders are paid an additional stipend for the extra responsibilities of implementing the program, or if these responsibilities are incorporated into their job descriptions.

In addition to having a staff wellness coordinator/leader, it is important to involve employees from all grade levels and departments in the planning process. This builds commitment and support for the program and brings diverse views, skills and interests to program planning. Also, it is important to approach employee unions in the planning process because unions represent the employees who will benefit from the wellness program and some of the issues and actions being discussed may have collective bargaining implications.

Staff involvement in wellness program planning usually comes in the form of membership on wellness committees. As with other advisory committees, interested school employees may volunteer to participate on staff wellness committees or they may be selected by the person designated to lead the program, a school administrator or a combination of sources. Committee members should be informed about what they are expected to do and reminded about what their authority is within the district's organizational structure.

In the *School District of Omro*, a wellness committee composed of 12 active members from all school employee groups (plus retirees), a school board member, a local physician and school administration is involved in planning wellness programs, activities and services in the district. The school nurse chairs the committee. Everyone volunteers their time to serve on the committee, according to School Nurse Mary Lee.

The committee tries to meet once a month after school (3:15 p.m.) for about 45 minutes. The committee makes staff wellness programming decisions based on targeted areas of concern (staff risk factors) in the district - above normal body mass index (BMI) and below average exercise.

A health promotion team is used in the *Greendale School District* to plan staff wellness programs, activities and services. This team includes representatives from each school ("the point people", says Green), the park and recreation director, the director of business services, the school nurse and the human resources coordinator. This team meets once in the summer to plan the year's activities. "We talk during the year," says Green, "but we only have one or two face-to-face meetings per year."

The *Onalaska School District* uses a steering team to plan staff wellness activities in the district and a four-person leadership team to make operational decisions. The steering team meets monthly and consists of the following individuals:

- school nurse (team chair),
- a UW-LaCrosse community health graduate assistant (who works approximately 18 hours per week in the district),
- the director of finance,

- a teacher from each school (who is paid \$1,700 per year and also serves as a wellness coach in the school)
- representatives of support staff employee groups (paraprofessionals, secretaries, custodians, food services, who are all paid hourly for attendance at the steering team meetings),
- a retiree representative
- a non-union employee representative (board secretary/administrative assistant)
- a school board representative
- two representatives from the UW-LaCrosse Wellness Project Partnership

The four-person leadership team consists of the school nurse, the director of finance, the UW-LaCrosse graduate assistant and the board secretary/administrative assistant.

2. **Assess Local District's Situation** - Before decisions are made regarding the employee wellness program or related activities, local data should be gathered and reviewed. The data should be used to:

- Determine current district spending on employee health-related matters (health insurance, compensation for substitute staff, workers compensation and disability claims, etc.)
- Identify existing employee wellness-related policies, programs and activities within the district
- Identify employee health concerns and interests
- Determine any known environmental or other health risks that need to be targeted
- Determine staff readiness and willingness to participate in health and wellness-related activities

The data collected at the onset should be reviewed and used to provide a baseline for monitoring, evaluating and adapting the program over time. Data can be used to justify investment in the program and to

demonstrate progress and cost savings after implementation. Collecting data periodically can help make program changes that address changing employee interests and needs.

The ***Greendale School District*** uses annual employee health risk assessment data, plotted over time, in planning district health promotion programming. The district also has surveyed staff to gauge what health-related topics they want addressed through the program. For example, staff stress and mental health issues consistently rank in the top three issues for district staff. "Stress and depression impact a large percentage of staff and are costly issues if left untreated," said Green. To address this need, the district has brought in programming and speakers to assist staff in dealing with depression and reducing stress and also has an Employee Assistance Program available to all staff.

3. **Identify Resources and Potential Collaborative Partners** - Implementing a school employee health promotion or wellness program requires financial and other resources such as qualified personnel to oversee and offer programs, space to conduct programs, equipment and supplies to carry out activities, and information about specific health and wellness issues. School officials should look within and outside the schools to find these resources. While some of them might be available in the school district, others may be available through partnerships with local community agencies and organizations or through state or national agencies or organizations.

Potential community partners can include, for example, the following: local and county health departments and health coalitions; local hospitals and clinics; parent organizations, voluntary health organizations such as American Heart Association and American Cancer Society; local fitness centers and health clubs; local businesses and

civic organizations; health insurance companies; colleges and universities; and, county UW-Extension agents.

There are many potential funding options for a school employee wellness program. In addition to allocating funds in the district's operational budget to support employee wellness program activities, participation fees could be charged to cover the costs, or a district may seek special federal, state and/or private funding to support wellness activities.

The **Greendale School District** partners with many other entities and organizations in providing employee health promotion and wellness activities to district staff, including the following:

- Aurora Health Care to provide an EAP to staff; to provide on site blood screens; and to provide the annual employee health risk assessments, in conjunction with the district's health insurance provider. The blood screens and health risk assessments are available at no cost to the district.
- A local physician who serves as the district's "Team Doc" and is available to provide one-on-one personal health coaching to staff.
- A Milwaukee-area nonprofit organization called "In Health" to provide low cost and quality staff inservices on mental health issues.
- The Greendale Park and Recreation Department to provide many of the wellness activities. District employees receive a 10% rebate for participation in Park and Recreation Department wellness/fitness classes.
- Local health clubs to offer reduced rates for staff.

According to Green, funds are included in the district's operational budget to support

the employee health promotion program. Also, some of the program funds have been provided through Fund 80 (the community services fund), as the programs are open to the community as well as district staff.

The **Onalaska School District** partners with the UW-LaCrosse, LaCrosse County health department, local fitness clubs, the YMCA, health care providers and a local bike store in providing employee wellness-related programs and activities in the district, according to Director of Finance Dalton. Employee wellness programs and activities are funded with district funds, some grants and participation fees for some activities.

In the **Wausau School District**, the district's benefits consultant provides wellness support services such as program activity ideas as well as guidance and facilitation of the district's wellness committee. The district also uses area businesses to provide training and introductory lessons/presentations in areas such as exercise, healthy cooking, yoga, dance, etc. The employee wellness activities are currently funded with money from the district budget.

4. **Plan Wellness Program Activities Based on Staff Needs and Interests and Available Resources** - It is important to base employee wellness programming decisions on what is appropriate to the local school district. Not every district is the same and may not choose to pursue employee wellness programming in the same way and to the same extent. The programming and activities should be based on staff needs and interests. They should also be consistent with the district's mission and goals, provisions of the collective bargaining agreements (if applicable) and other district policies, and be able to be carried out in the district using available resources.

Employee wellness programs should also be in line with legal requirements. For example, school districts should make sure to comply with laws governing the confidentiality of patient health care records.

It may be necessary for a district to start small and then build on that foundation. Wisconsin school districts are providing a variety of staff wellness activities. The following are only a few examples.

Health Awareness Activities

Many Wisconsin school districts encourage employees to complete a health risk assessment of their current health status and improvements needed on an annual basis.

In addition, some districts provide other health screening opportunities for staff on site such as on-site blood/body fat screening, blood pressure checks, cholesterol screening and bone density testing.

The *Onalaska School District* offers activities such as breast cancer and colon cancer awareness programs, healthy backs programming, and Qi Gong sessions where staff learn how to relax themselves with meditative exercise that “relaxes their bodies and calms their minds”.

Health Coaching and Personal Wellness Plans

In the *Greendale School District*, wellness facilitators are available in each school building. Also, a local physician is available on-site once a month to provide staff with one-on-one counseling and personal plan regarding lifestyle changes and support. “People generally know what to do,” says Green, “it’s finding the motivation to start doing it that is the block.” The “Team Doc”, as the district calls him, is also available to provide script services or medical advice.

A wellness coach is available to staff members in each school in the *Onalaska School District*. As mentioned above, the wellness coach is a teacher.

District employees are given the opportunity to participate in personal wellness planning, which includes: (1) having a biometric assessment (blood pressure, cholesterol, glucose, flexibility, strength, body composition, cardiovascular), (2) taking the LaCrosse Wellness Inventory as part of the LaCrosse Wellness Project, and (3) putting together a personal wellness plan via an online wellness development process. The personal wellness development process gives employees a chance to improve their current lifestyles by making changes in their activities to reach a goal of wellness.

Each month, personal wellness plan participants refer back to their printout from the wellness development process and create a “plan” to work on throughout the month. The action steps the employee chooses can be the same as or different from those he/she worked on the previous month. It is up to the employee what area of wellness he/she chooses to work on each month (fitness activities, nutrition and weight management activities or lifetime activities) and the result he/she wants to see in his/her own life.

Participants use a calendar to record each day they take action steps toward their personal wellness goals and then turn in their logs to their wellness coach each month to receive points for their personal wellness plan. (Refer to the “Getting Employees Involved in Wellness Activities” section of this publication for further information on Onalaska’s wellness incentive program.)

Healthy Eating Activities

Many school districts offer weight loss classes for employees that meet on a weekly basis in

the schools, and also disseminate healthy eating tips and recipes to employees.

The ***Onalaska School District*** offers employees the opportunity to participate in a variety of nutrition and weight management activities and seminars throughout the school year. For example, healthy foods classes, a March Madness nutrition activity, and a program designed to increase fruit and vegetable consumption.

Physical Fitness Activities

Many districts allow staff to use school fitness facilities, swimming pools and weight rooms outside of work hours.

The ***New Richmond School District*** has a walking/running program whereby teams of 5-6 staff members accrue miles until they reach a designated mark (i.e., 20,000) miles). According to School District Nurse Joan Simpson, employees pay a small fee to play and the winning team receives all of the participation fee money. Also, there are weekly incentives for those who participate in the program. The district also offers intro to fitness/health classes such as pilates, meditation and karate.

The ***Omro School District*** offers yoga classes and walking programs for staff as part of its employee wellness program activities. Also for the last three years, district staff members participate in a six-week Fitness Bowl activity each spring with its rival school district - the ***Winneconne School District***. Participating employees receive points for fitness activities and the school district with the most points is declared the Fitness Bowl winner. The traveling trophy is a bowl that was made by the district's art department.

For over 15 years, employees in the ***Port Washington-Saukville School District*** have had the opportunity to participate in a shared time exercise program as part of the

district's wellness program. Shared time, for district purposes, means that if an employee wishes to participate in an exercise program, the district will match his/her time exercising with district time, up to a maximum of 30 minutes of district contracted time. Staff can participate in exercise programs before school, during lunch hour or after school. For example, if an employee chooses to jog after school for 60 minutes, 30 minutes of that time could come from the employee's contracted time.

Shared time can be used up to three times per week, and must begin and end on school property. Activities that cannot be conducted at the school site require individual consideration by the employee's immediate supervisor and the administrative council.

Teachers cannot use their prep time to participate in the shared time program. Also, if an employee is scheduled for a meeting during his/her usual exercise time, he/she is required to attend the meeting. Shared time can be applied to the early morning swim or other activities at the district's Aquatic Center.

The following procedures apply to employees wishing to participate in the shared time program. The procedures must be followed on an annual basis.

1. The employee must complete a wellness time share enrollment form, and identify the type of exercise activity he/she will be participating in, identify the school building at which he/she will be participating in the activity and identify how many days of the week he/she will be participating in it.
2. There must be consultation with and approval of the employee's immediate supervisor before permission is granted for the employee to participate in the shared

time program. A copy of the employee's requested exercise plan is to be submitted to the district's wellness committee for approval.

Other Activities Promoting Staff Health and Wellness

The *Onalaska School District* provides opportunities for employees to sign up and participate in a variety of lifetime activities and seminars throughout the year that are designed to help reduce stress and contribute to an employee's overall health and wellness. Examples of these activities are employee book clubs, piano lessons, massage, gardening, quilting and financial planning.

The district also provides release time for all employees once a year to attend wellness seminars, workshops and presentations, which the staff wellness steering team plans. This school year, the district had 12 different presentations that employees could attend on that inservice day on such topics as stress management, dealing with grief, foot health and healthy bones.

The *Greendale School District* offers seminars on health-related topics such as care-giving, planning for retirement, women's and men's health issues.

The district also has an ergonomics program, which includes staff training, worksite assessments and ergo equipment. Director of Business Services Green encourages school districts not to overlook an ergonomics program. "Many repetitive stress injuries can be prevented by proper work station set up, proper chairs, use of wrist rests and other aids available. Again, this is a small investment to prevent costly injuries. Consultants can train a staff member to be the 'ergonomics' expert on your staff at a low cost. Insurance company loss control personnel can aid districts as

well in surveying risks and suggesting ergonomic improvements for free."

Many districts also maintain a staff wellness library with books, magazines, DVDs and other resources for staff to check out.

GETTING EMPLOYEES INVOLVED IN WELLNESS ACTIVITIES

In order for wellness activities to be useful and achieve their goals, employees must know what the activities are and be encouraged to participate in them. Health promotion information and information regarding wellness activities should be provided to all employees.

Districts provide wellness-related information to staff through a variety of means including, but not limited to: regular emails, monthly newsletters, flyers in staff lounges, posters, table tents, flyers with paychecks, weekly wellness quotes, staff inservice sessions, posters, and postings on district websites.

According to *Greendale* Director of Business Services Green, "The best program will not be used to its potential unless you 'incent' people into it, usually with money or lower premium share."

Employees choosing to participate in the district's employee health promotion program, "Rx: Health!" are rewarded, through the collective bargaining agreement, with a reduction in health insurance premium copayments. Green said their premium share is reduced from 15% to 12% if they agree to:

1. Complete blood/body fat screening annually.
2. Complete health risk assessment annually.
3. Obtain all age and gender appropriate health tests.
4. Exercise at least three times per week/30 minutes each.
5. Use no tobacco products of any kind.
6. Wear seat belts and bike helmets 100% of the time.

Adherence to these requirements is on the "honor system". Green said almost 100% of the district staff participates in the program.

The district also has an award program through Aurora Health Care called "Smart Rewards" whereby employees receive gift cards for completing health-related activities and for "living healthy". Also, award points are given for team competition with co-workers over the semester.

Employees in the *Onalaska School District* are eligible for the Wellness Incentive Program if they:

- (1) Participate in the personal wellness planning process, which includes having a pre-screening and post-screening biometric assessment, completing the LaCrosse Wellness Project Inventory, and developing a personal wellness plan each month;
- (2) Complete the WEA Insurance Trust Health Risk Assessment, if they have WEA Trust health insurance; and,
- (3) Complete the district's employee wellness program evaluation.

Points are awarded for progress made toward personal wellness plan goals (up to 540 points) and for participation in other employee wellness activities during the year (fitness activities, lifetime activities or nutrition and weight management activities). Employees can also earn special award points for such activities as leading a wellness session or getting a flu shot. According to Dalton, the points can add up to a maximum \$200 wellness bonus. The district also offers prizes and other incentives for event participation.

EVALUATING DISTRICT EFFORTS

It is important to evaluate staff health promotion and wellness efforts on a regular basis to determine whether the program is meeting staff needs and interests, and to determine the

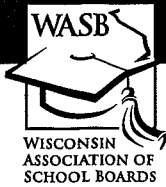
impact the program has had on risk reduction, health care utilization and cost containment. Data about program implementation strategies and participant response should be gathered and reviewed.

When measuring the impact of wellness activities/programming on staff health and wellness, the *Onalaska School District* looks at staff participation, wellness point totals, absenteeism analysis, health insurance renewal rates, employee surveys and program/activity evaluations. "We are also working with our insurance company to get more information related to return on investment," according to Finance Director Dalton.

FOR MORE INFORMATION

Additional information on the development and implementation of employee wellness programs can be found in two recently published resources:

- *Wisconsin Worksite Wellness Resource Kit To Prevent Obesity & Related Chronic Diseases* (August 2006), a resource developed as a collaborative effort of the Wisconsin Partnership for Activity and Nutrition - Business Subcommittee and the Chronic Disease Programs of the Wisconsin Division of Public Health. It may be downloaded free from the following website - <http://dhfs.wisconsin.gov/health/physicalactivity/index.htm>. The website also contains many other helpful resources regarding school and workplace wellness.
- *School Employee Wellness: A Guide for Protecting the Assets of Our Nation's Schools* (2007), a publication developed by the Directors for Health Promotion and Education. The publication may be downloaded free from the school wellness website at www.schoolempwell.org. In addition to the guide, the website contains other helpful school employee wellness-related resources.



POLICY PROCESSES AT WORK

TIPS FOR MAKING EMPLOYEE WELLNESS PROGRAMS WORK

Districts that have had employee health promotion and wellness programs in place for awhile offer the following suggestions to other school officials who are thinking about establishing employee wellness programs in their districts:

- **Obtain board and administrative support.** For a school employee wellness program to be successful and sustainable, it needs the support of the superintendent and school board at the district level and the principal at the school level, as well as the support of other people involved in district decisionmaking.
- **Establish a wellness committee and allot staff time for planning.** Planning employee wellness activities can be time-consuming, but with the help of a committee and designated staff time to do wellness program planning, activities can be planned in a more deliberate and efficient manner. The committee should be diversified so that all employee units are represented.
- **Do it in partnership with your employee unions.** According to Greendale Director of Business Services Erin Green, "A good collaborative relationship with our union has been the key to our program's success... The program has been a team building activity and a joint union/management approach to solving a huge issue, the spiraling cost of health care."
- **Get some "point people" in every building who are interested and motivated in health.** These people can get the momentum going and continue to motivate employees in changing their behavior and improving their own health. They can also help make wellness activities "fun".
- **Establish a budget for the program.** Money should be available to help run the program, buy equipment if needed, and help provide incentives for participants. The amount of money budgeted will vary depending upon the types of employee promotion and wellness activities offered.

According to Green, the *Greendale School District* has not been afraid to "spend a small amount of funds to create and sustain the program in order to save a lot of money."
- **Do as much as possible on site for the convenience of staff.** School employees, like other people in the community, lead busy lives with work, family and other commitments. Making it convenient and easy for employees to participate in health promotion efforts and program activities will result in more employee participation.
- **Use all the resources you can find.** School officials should push their health insurance companies to provide preventive screens on site, health risk assessments, reward programs and other resources; use their workers compensation and liability insurance loss control experts for free in surveying risks and suggesting improvements; look in their communities for non-profit agencies that can assist with training needs; and, partner up with local health and fitness clubs for rate discounts.